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REPORT OF THE PROGRAMME AND BUDGET COMMITTEE: UNIDO COUNTRY DIRECTOR PROGRAMME

New framework for field representation

Note by the Director-General

Summary

Provides a more elaborated and revised version of the proposals submitted to the Programme and Budget Committee in document PBC.11/11, in accordance with PBC conclusion 95/11.

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Abbreviations

IPS	Investment Promotion Service
JPO	Junior Professional Officer
LDC	least developed country
NIS	Newly Independent States of the former Soviet Union
NPO	National Professional Officer
PBC	Programme and Budget Committee
PO	Programme Officer
UCD	UNIDO Country Director
UND	UNIDO National Director
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund

Executive summary

1. In response to Programme and Budget Committee conclusion 94/7, the Secretariat undertook an in-depth analysis of its field representation programme, taking into account, *inter alia,* system-wide efforts to rationalize United Nations field representation and the functions of UNIDO Country Directors (UCDs) in the context of the reform process of UNIDO. The results of this analysis, which was supported by a team of four consultants from November 1994 to January 1995, were summarized in document PBC.11/11 submitted to the Committee at its eleventh session.

2. It was argued in document PBC.11/11 that a dramatic change in the current UNIDO field representation as suggested by the consultants (i.e. staffing the field offices with a team of international experts in selected substantive fields and clustering them into fewer but larger multi-country offices) cannot be introduced at this stage due to the prevailing financial constraints. Furthermore, such a solution would not take account of repeated policy-making organs decisions calling for an increase in the number of field officers to 50. It was therefore recommended that the current system be strengthened through financial and staff resources and that the number of UCD offices be increased to 50 to expand geographical coverage.

3. The Committee took note of document PBC.11/11 and, in its conclusion 95/11, requested the Director-General to present to the fourteenth session of the Industrial Development Board for its consideration a more elaborated and revised version of his proposal, in consultation with Member States and taking into account the financial situation of UNIDO.

4. In response to that conclusion, a number of alternative proposals were prepared for the future field representation programme of UNIDO. An annotated outline of these proposals was discussed in informal consultation meetings with Member States on 4 and 12 May 1995.

5. In elaborating the revised proposals, every effort was made to take into consideration the comments and proposals made by Member States during the informal consultations as well as their concerns often expressed during sessions of the policy-making organs about the sustainability of the programme and the possibility of establishing multi-country offices as recommend by the consultants. The present document, therefore, examines the options, namely: (a) the attainment of 50 offices as repeatedly recommended by Member States through various Board decisions and Programme and Budget Committee conclusions; and (b) the establishment of fewer multi-country offices with enhanced capacity as proposed by the consultants.

6. The four scenarios under option (a) and the related detailed financial data reveal that UNIDO could reach the target of optimal field representation as early as 1999 if the additional resources, as proposed in document PBC.11/11, were made available. In the absence of the required resources, the build-up of a fully operational field representation programme will be substantially delayed until beyond the year 2000.

7. The two scenarios under option (b) explain the prospects and constraints of the system of multi-country offices. Both scenarios indicate that multi-country offices may always remain understaffed even if the additional financial

resources proposed in document PBC.11/11 are made available. Those scenarios further reveal that UNIDO would never be able to establish and staff all the required focal point offices in other countries to be covered by the multi-country offices that are considered an integral part of option (b). Therefore, understaffed multi-country offices coupled with insufficient focal point offices would hardly be able to function as multi-service providers to all countries assigned to these offices. Thus, the very logic of this system becomes questionable.

8. In all scenarios it is assumed that a more gradual strengthening of field representation would be pursued than that proposed in document PBC.11/11 and that host and donor country contributions would be continued as indicated in relevant tables in the present document. Moreover, adequate resources from the regular budget would have to be redeployed to the field as of 1998 onwards.

9. As explained in document PBC.11/11, it is recognized in the present text that the sustainability of the programme could be secured only through allocation of additional resources such as unutilized balances from the regular budget as well as donor and host country contributions to the field representation programme. Furthermore, strengthening of the Junior Professional Officer (JPO)/Associate Expert programmes and their integration into the UCD programme, networking of the UCD and Investment Promotion Service offices as well as enhanced management and internal coordination of field offices could reduce the burden on regular budget resources and make field representation more responsive and cost effective.

10. However, the Secretariat has reiterated in the present document the uncertainty confronting the Organization in respect of the level of financial resources available to fund the regular budget both in the current and in the 1996-1997 biennium. This situation is dealt with in greater detail in document IDB.14/28 under agenda item 7 (g).

Introduction

11. At its eleventh session, the Programme and Budget Committee took note of document PBC.11/11 on the UCD programme and proposals for a new framework for field representation. In its conclusion 95/11, the Committee requested the Director-General to present to the fourteenth session of the Industrial Development Board for its consideration a more elaborated and revised version of his proposal, in consultation with Member States and taking into account the financial situation of UNIDO. The present document is prepared in response to that conclusion and should be read in conjunction with document PBC.11/11 as well as document IDB.14/28 on the financial situation of UNIDO.

12. As requested in conclusion 95/11 and, given the very short time available for the Secretariat to finalize and distribute the document to the Board for its fourteenth session, informal consultations were held with representatives of Member States on 4 and 12 May 1995 to elaborate and revise the proposals. At those meetings, an annotated outline of the document was circulated and discussed. On the basis of comments and proposals made during the informal consultations and during the eleventh session of the Committee, the present document was prepared. An advance version was distributed to Permanent Missions on 2 June 1995.

I. CURRENT FIELD REPRESENTATION

13. The UNIDO field representation programme has over the years been subject to significant changes in terms of the number and location of offices, staffing, functions and financing. Like other UNIDO programmes, it has had to be dynamically adjusted to the changes in the demand pattern for UNIDO services and in the availability of financial resources.

14. At present, UNIDO maintains 44 field offices in Africa, the Arab States, Asia and the Pacific, Latin America and the Caribbean and in Europe and the Newly Independent States of the former Soviet Union (NIS). Table 1 shows UNIDO field offices by region and budgeted source of funds as of 1 May 1995, while staff structure of these offices is shown in table 2.

Table 1. UNIDO field offices, by region and source of funds
(As of 1 May 1995)

Region	No. of offices	Source of funds			
		UNDP sectoral support	Operational budget	Regular budget	Others
Africa (including three Arab States)[a/]	18	8	5	5	-
Arab States[b/]	1	-	-	1	-
Asia and the Pacific	10	7	2	1	-
Europe and NIS	2	1	-	-	1[c/]
Latin America and the Caribbean	13	8	3	2	-
Total	44	24[d/]	10	9	1

[a/] Algeria, Sudan, Tunisia.
[b/] Lebanon.
[c/] Host country IPF (Uzbekistan).
[d/] Most of these offices are only partly financed from UNDP funds.

Table 2. Staff structure of UNIDO field offices
(As of 1 May 1995)

Region	No. of offices	Staff[a/]			
		UCDs	UNDs	Others[b/]	Total
Africa (including three Arab States)	18	12	-	34	46
Arab States	1	1	-	-	1
Asia and the Pacific	10	7	1	21	29
Europe and NIS	2	1	1	4	6
Latin America and the Caribbean	13	6	4	27	37
Total	44	27[c/]	6	86	119

[a/] Does not include 30 JPOs assigned to 26 UNIDO offices and 13 JPOs assigned to UNDP offices where there is no UNIDO office.
[b/] National Programme Officers, secretaries and drivers.
[c/] Of which 15 are headquarters staff members redeployed to the field.

15. As can be seen, only 33 of the 44 offices are currently staffed with a UCD or UND. Four offices are run by JPOs and one by a National Professional Officer (NPO). This is because some posts are under recruitment and others remain vacant pending the identification of financial resources. Of the 27 UCDs, 17 are currently covering not only the country of their location but also some other neighbouring countries, and thus, in this sense, occupy "multi-country offices". The UCDs regularly undertake missions to these additional countries, in 13 of which a PO provides routine office coverage. In another case, routine coverage is provided by the NPO. The estimated 1995 financial resources for these offices (staff and non-staff costs) are shown in table 3 below.

Table 3. Estimated resource requirements of existing field offices for 1995
(In millions of US dollars at 1995 rates)

UCDs	Local staff including UNDs	Local support costs	Total
4.6	1.8	1.7	8.1 (available in 1994-1995 budget)

II. FUTURE FIELD REPRESENTATION

16. The need to strengthen the field representation of UNIDO has been the subject of debate and decisions of many sessions of legislative organs over many years. Numerous studies and evaluations of the UNIDO field representation programme and its potential have represented an analytical background for that debate. Based on recommendations made by the authors of such studies commencing as early as 1973, the policy-making organs have repeatedly called for an increase in the number of UCD posts to 50.

17. In pursuance of these mandates, the Secretariat elaborated a proposal to increase the number of field offices from the current 44 to 50. It also based its proposal on the report of a team of consultants that had analysed the current and emerging demand for field office services in a number of developing countries. Their findings underlined, *inter alia*, the need for field offices to cover more functions and services than currently provided and consequently improve the capacity of the offices through increased staff resources and/or concentration of these in larger, multi-country/subregional offices. These multi-country offices would be supplemented by focal points in each of the countries to be covered, as well as by a number of single-country offices.

18. The recommendations of the consultants imply that UNIDO, rather than establishing 50 country offices (including 3 subregional offices), would need to establish 29 multi-country, 8 single-country and some 90 focal point offices. The multi-country offices should be staffed with a team of several international specialists so as to enable the offices to provide adequate substantive services to the countries assigned to those offices. Focal point offices would be required in each country covered by the multi-country offices to ensure coordination and continuous direct contacts. This proposed structure and staffing would entail a total cost for the field representation programme of approximately $50 million per biennium with a correspondingly significant increase in required funding.

19. The Secretariat recognized these proposals as an important contribution to the formulation of a future programme. However, it also noted that by closing down several country offices, UNIDO would run counter to the target of 50 offices established by Member States. Moreover, expected financial resources would not permit the establishment of the full programme proposed by the team of consultants.

20. The proposed programme contained in document PBC.11/11 reflected these considerations. During the eleventh session of the Committee and in the ensuing informal consultations, some Member States reiterated their concern with respect to the financial situation and the sustainability of the programme and suggested that due consideration be given to the establishment of fewer and larger (multi-country) offices rather than the coverage proposed in that document.

21. Further information on the performance, operations and functions of current field offices was requested by representatives of Member States. This information was provided to Member States at the informal consultations on 12 May 1995 and is available from the Secretariat. In pursuance of PBC conclusion 95/11, and in due consideration of the deliberations during the informal consultations, a number of alternative proposals were elaborated for a future field representation programme. These cover, under four scenarios, a more detailed and revised version of the Director-General's proposals contained in document PBC.11/11. Each scenario explains uncertainties, expectations and the financial plan for the field representation programme during the forthcoming years. All scenarios achieve the same level by the year 2000.

22. In addition, as proposed by some Member States, a more detailed version of the fewer but larger concept is presented in chapter II.C below. The two scenarios under this option (scenarios 5 and 6) explain particularly the prospects for and limitations of the multi-country offices as multi-service providers for all the countries assigned to these offices.

23. In both options, the following main considerations were applied:

(a) More gradual strengthening of the field programme over a larger time perspective than contained in document PBC.11/11;

(b) Accordingly, a more definite plan for the redeployment of headquarters posts and transfer of headquarters resources to field offices;

(c) Greater emphasis on the need for host country financing of local costs and for donor contributions as a precondition for the sustainability of the future field representation programme;

(d) Financial sustainability of the programme in the longer term.

24. Since the time of preparing document PBC.11/11, potential substantial reductions in the payment of regular assessed contributions place in doubt the availability of $10 million in unutilized balances from 1992-1993 to strengthen the field representation programme. These resources may be required to fund existing approved programmes, as outlined in document IDB.14/28 on the financial situation of UNIDO.

25. Taking into account the above special considerations, the following scenarios are elaborated for the future UNIDO field representation programme.

A. Option (a): Attainment of the established target of 50 offices, including three subregional offices

26. Pending a decision by Member States on utilization of $10 million of the unutilized balances from 1992-1993, the present number and staffing level of the current 44 offices would be maintained within the approved budget for the 1994-1995 biennium, which also includes UNDP sectoral support and host government contributions.

Scenario 1: Financed with UNDP sectoral support funding ($3 million) in 1997 and with the proposed $10 million from 1992-1993 unutilized balances

Timetable

1996 UNDP resources ($2.9 million) will be available, as well as the $10 million from unutilized 1992-1993 balances, which would suffice to cover financing gaps until the end of 1999, provided that host country financing and donor contributions are increased throughout the period. UNIDO would concentrate on strengthening the current 44 offices by filling vacant UCD posts with UCDs as well as UNDs and recruiting at least one NPO for each field office.

1997 In order to move towards the required level of 50 field offices, six additional offices with the same staffing as above would be established in locations to be carefully studied in accordance with the needs and requirements of host countries. It is assumed that $3 million under UNDP funds for programme development and technical services will be made available in 1997 (see table 4). A request for this one-year phase-out additional contribution has been submitted to UNDP. The Executive Board of UNDP/UNFPA was apprised of it during its second regular session of 1995, held at the beginning of April. Conclusion 95/6 of the PBC has been transmitted to UNDP for inclusion in the official documentation for the 1995 annual session of the Executive Board (5-16 June 1995), when a decision on the matter is expected in the context of the debate on the allocation of resources for the next programming cycle.

1998 Pursuant to the recommendations of the team of consultants and endorsement of the Programme and Budget Committee (conclusion 95/11, para. (c)), UNIDO would establish on a pilot basis three subregional offices through upgrading the staffing and functions of three of the 50 field offices and charging them with larger country coverage. This would entail two additional international professional staff, one NPO and three general service staff for each office and would be the first step towards the build-up of the subregional approach with certain increased functions and authority to be assigned to these offices. Thus, services will include support to regional as well as subregional intergovernmental economic cooperation schemes among developing countries.

1999 It is expected that in 1999 UNIDO would have a fully operational field representation programme consisting of 50 offices (including three subregional) with the same level of staffing as in 1998.

2000 As a result of the redeployment of regular budget resources to the field to be implemented in the bienniums 1998-1999 and 2000-2001, and the proposed $10 million in unutilized balances from the 1992-1993 biennium, as well as the expected $3 million from UNDP in 1997, the UCD programme would have a stable financial base. Together with the expected host government and donor contributions as stated in table 4, this would ensure the sustainability of the UCD programme in the year 2000 and beyond.

27. Table 4 shows the staff structure, costs and sources of funding for each year under this scenario.

Table 4. Scenario 1
Financed with UNDP resources ($3 million) in 1997 and with proposed $10 million from 1992-1993 unutilized balances

	1996	1997	1998	1999	2000
Staffing structure					
Number of offices	44	50	50	50	50
UCDs and international professionals	34	40	40	40	40
International professionals	-	-	6	6	6
UNDs	10	10	10	10	10
NPOs	44	50	53	53	53
Other local support staff	88	100	109	109	109
Total	176	200	218	218	218
Costs (In millions of US$ at 1995 rates)					
UCDs and international professionals	5.5	6.4	7.1	7.1	7.1
Local staff (including UNDs and NPOs)	4.0	4.4	4.7	4.7	4.7
Local support	2.0	2.3	2.5	2.5	2.5
Total	11.5	13.1	14.3	14.3	14.3
Sources of funding (In millions of US$)					
RB and OB	5.8	5.8	5.8	5.8	8.2
RB redeployment	-	-	2.4	2.4	2.3
UNDP sectoral support	2.9	3.0	0.0	0.0	0.0
Host government contributions	1.7	1.8	2.4	2.4	2.8
Donor contributions	-	0.3	0.3	0.4	1.0
Unutilized balances (1992-1993)	10.0	8.9	6.7	3.3	0.0
Total	20.4	19.8	17.6	14.3	14.3
Carry forward (1992-1993)	8.9	6.7	3.3	0.0	0.0

Scenario 2: Financed without UNDP resources ($3 million) in 1997, but with the proposed $10 million from 1992-1993 unutilized balances

Timetable

1996 UNDP resources ($2.9 million) will be available, as well as the $10 million from unutilized 1992-1993 balances, which would suffice to cover financing gaps until the end of 1999, provided that host country financing and donor contributions are increased throughout the period. Therefore UNIDO would concentrate, as was the case in scenario 1, on strengthening the current 44 offices by filling vacant UCD posts with international UCDs as well as UNDs and recruiting at least one NPO for each field office.

1997 In the absence of UNDP sectoral support funding ($3 million), UNIDO would not be able to expand its field representation by six offices, as would be the case under scenario 1, in order to move towards the target of 50. Nevertheless, UNIDO would be able to fill the gap emanating from the withdrawal of UNDP resources by increased allocation of funds from unutilized balances from the 1992-1993 biennium and thus maintain 44 offices with full staffing. It is assumed, however, that host governments would continue to finance part of the local costs, including those for the national staff. It is also assumed that donors would start to pay minimum voluntary contributions to the fund for field representation, the establishment of which is proposed in document PBC.11/11.

1998 The redeployment of regular budget resources to the field would be included in the programme and budgets for the 1998-1999 biennium to be proposed to policy-making organs in 1997. With the redeployed resources, UNIDO could finance two additional offices, thus bringing the total to 46, and strengthen three offices with additional international and local staff to enable them to carry out enlarged functions at the subregional level. The establishment of two additional offices and strengthening of the three subregional offices would create additional local costs that would have to be borne by host countries and would require a slight increase in donor contributions (from $0.2 million in 1997 to $0.3 million in 1998). The total costs of the field representation programme would increase in 1998 by almost 15 per cent.

1999 UNIDO would be able to establish one more office, thus bringing the total to 47. The total cost of the programme would be increased by $0.2 million, which would be met from increased donor contributions and a carry-over from 1998.

2000 Through further redeployment of regular budget resources within the approved budget for the 2000-2001 biennium, UNIDO would be able to establish three additional offices and thus reach the target of 50. However, the balance of unutilized resources from the 1992-1993 biennium would have been exhausted by the year 2000 and the major sources of funding of the programme would be the regular and operational budgets and the host government contributions to cover a substantial portion of the local costs of offices and NPOs. Donor contributions would be assumed to increase to $0.6 million from $0.4 million in 1999.

28. Table 5 reflects the staff structure, costs and sources of funding for each year under this scenario.

Table 5. Scenario 2
Financed without UNDP resources ($3 million) in 1997, but including the proposed $10 million from 1992-1993 unutilized balances

	1996	1997	1998	1999	2000
Staffing structure					
Number of offices	44	44	46	47	50
UCDs	34	34	36	37	40
International professionals	-	-	6	6	6
UNDs	10	10	10	10	10
NPOs	44	44	49	50	53
Other local support staff	88	88	101	103	109
Total	176	176	202	206	218
Costs (In millions of US$ at 1995 rates)					
UCDs and international professionals	5.5	5.5	6.5	6.7	7.1
Local staff (including UNDs and NPOs)	4.0	4.0	4.4	4.5	4.7
Local support	2.0	2.0	2.3	2.3	2.5
Total	11.5	11.5	13.2	13.5	14.3
Source of funding (In millions of US$)					
RB and OB	5.8	5.8	5.8	5.8	8.2
RB redeployment	-	-	2.4	2.4	2.3
UNDP sectoral support	2.9	-	-	-	-
Host government contributions	1.7	1.7	2.2	2.2	2.8
Donor contributions	-	0.2	0.3	0.5	1.0
Unutilized balances	10.0	8.9	5.1	2.6	-
Total	20.4	16.6	15.8	13.5	14.3
Carry forward (1992-1993)	8.9	5.1	2.6	0.0	0.0

29. As can be seen, the negative impact of this scenario would already be felt in 1997, in which the UNDP resources cease, thereby postponing the build-up of field representation. No prospects would exist for stronger staffing or establishing more subregional offices without further donor financing.

Scenario 3: Financed with UNDP resources ($3 million) in 1997, but without the proposed $10 million from 1992-1993 unutilized balances

Timetable

1996 UNDP resources ($2.9 million) would be available. Therefore, UNIDO would be able to maintain the current 44 offices at the present staffing level, namely 27 UCDs as explained in table 1. However, with the help of host government contributions ($1.7 million), UNIDO could strengthen the capacity of those offices by installing one NPO in each. The total cost of the programme would be around $10.4 million.

1997 Subject to availability of the expected UNDP resources ($3 million) and donor contributions ($0.2 million), UNIDO would maintain 44 offices and increase the number of UCDs by two, thus bringing the total to 29. Accordingly, the total cost of the programme would increase slightly to $10.7 million. For financial reasons, no further strengthening could be expected.

1998 UNDP resources would be discontinued in 1998. Therefore, UNIDO would be unable to maintain the 1997 level of field representation from its own resources. Despite the proposed redeployment of regular budget resources to the field, the number of offices would have to be reduced by 11, bringing the total to 33. In closing down the offices, however, UNIDO would have to undertake a thorough analysis and establish adequate criteria in order to avoid interruptions to and discontinuation of the programme. Every effort would be made to maintain and fully staff those offices that are responsible for larger country coverage with special emphasis on LDCs, those with larger operational programmes and technical cooperation activities, and those with potential for generating income through such means as development of trust fund projects and mobilization of private sector resources. UNIDO would also establish three subregional offices through redeployment of headquarters posts and regular budget resources. This, however, presupposes that host Governments continue to finance a large portion of office costs and that the relatively low level of donor contributions ($0.3 million) remains. The total cost of the programme would be slightly lower than in 1997.

1999 No changes are foreseen. The level of 33 fully staffed offices, including three subregional offices, would be maintained.

2000 Through further redeployment of regular budget resources in the biennium 2000-2001, UNIDO could increase the number of field offices and move towards the target of 50. However, the redeployment of headquarters posts and regular budget resources alone would not be sufficient to establish 17 additional offices unless the following resources were made available:

(a) Total host government contributions would have to be substantially increased (by $1.3 million) to cover a larger share of local costs in the newly established offices (17).

(b) Donor contributions would have to be increased by $700,000 as compared to 1999.

30. Table 6 shows the staff structure, costs and sources of funding for each year under this scenario.

Table 6. Scenario 3
Financed with UNDP resources ($3 million) in 1997 but without proposed $10 million from 1992-1993 unutilized balances

	1996	1997	1998	1999	2000
Staffing structure					
Number of offices	44	44	33	33	50
UCDs	27	29	28	28	40
International professionals	-	-	6	6	6
UNDs	6	6	5	5	10
NPOs	44	44	36	36	53
Other local support staff	88	88	75	75	109
Total	165	167	150	150	218
Costs (In millions of US$ at 1995 rates)					
UCDs and international professionals	4.7	5.0	5.2	5.2	7.1
Local staff (including UNDs and NPOs)	3.7	3.7	3.1	3.1	4.7
Local support	2.0	2.0	1.7	1.7	2.5
Total	10.4	10.7	10.0	10.0	14.3

	1996	1997	1998	1999	2000
Sources of funding (In millions of US$)					
RB and OB	5.8	5.8	5.8	5.8	8.2
RB redeployment	-	-	2.4	2.4	2.3
UNDP sectoral support	2.9	3.0	-	-	-
Host government contributions	1.7	1.7	1.5	1.5	2.8
Donor contributions	-	0.2	0.3	0.3	1.0
Total	10.4	10.7	10.0	10.0	14.3

31. With the above financial resources it would be possible, theoretically, to build up the offices from a low of 33 in 1999 to an optimum level of 50 in the year 2000. However, from a practical and administrative point of view, it would be extremely difficult to achieve this target.

Scenario 4: Financed without UNDP resources ($3 million) in 1997 and without the proposed $10 million from 1992-1993 unutilized balances

32. Under this scenario, UNIDO would depend as of January 1997 entirely on its own regular and operational budget resources as well as on host government and donor contributions. Staff structure, costs and sources of funding for each year under this scenario are presented in table 7 below.

Timetable

1996 UNDP resources ($2.9 million) are available. Therefore, UNIDO would be able to maintain the current 44 offices with their present staffing structure, i.e. 27 UCDs and six UNDs. However, subject to availability of increased host government contributions, UNIDO could staff each UCD office with an NPO, thus strengthening the professional capacity of those offices.

1997 UNDP resources would cease. Therefore, UNIDO would have to rely entirely on its own budgetary resources. As indicated in document PBC.11/11, paragraph 15, UNIDO would be able to finance only 23 offices from the 1996-1997 regular and operational budgets. Thus UNIDO would have to cut back almost 50 per cent of its field offices, from 44 to 23. In closing down 21 offices UNIDO would certainly consider all technical, geographical and political considerations as mentioned under scenario 3 for the year 1998. Nevertheless, UNIDO could fully staff the 23 remaining offices (including one NPO in each), through host government contributions and a minimum contribution to be provided by donors. The total budget resources and costs for the offices would decrease from $10.4 million in 1996 to $6.8 million in 1997.

1998 Through redeployment of regular budget resources to the field, UNIDO would be able to increase the number of offices by 10, bringing the total to 33. At the same time, UNIDO would strengthen three offices with additional international and national staff to enable them to function as subregional offices. However, that would entail a substantial increase in local costs which, to a large extent, would have to be borne by the host countries. The total cost would increase by 45 per cent, i.e. from $6.9 million in 1997 to $10 million in 1998.

1999 UNIDO would be able to maintain 33 offices with the same staffing structure as in 1998, provided that host government and donor contributions are continued.

2000 Through further redeployment of regular budget resources and increased contributions by the host country as well as donors, UNIDO could expand the number of offices to the target of 50. However, the build-up to the level of 50 in the year 2000 from a low of 33 in 1999 could be extremely difficult to achieve from an administrative point of view; this built-up level would be expected to extend beyond the year 2000.

Table 7. Scenario 4
Financed without UNDP resources ($3 million) in 1997 and without the proposed $10 million from 1992-1993 unutilized balances

	1996	1997	1998	1999	2000
Staffing structure					
Number of offices	44	23	33	33	50
UCDs	27	21	28	28	40
International professionals	-	-	6	6	6
UNDs	6	2	5	5	10
NPOs	44	25	75	75	53
Other local support	88	50	36	36	109
Total	165	98	150	150	218
Costs (In millions of US$ at 1995 rates)					
UCDs and international professionals	4.7	3.7	5.2	5.2	7.1
Local staff (including UNDs and NPOs)	3.7	2.0	3.1	3.1	4.7
Local support	2.0	1.1	1.7	1.7	2.5
Total	10.4	6.8	10.0	10.0	14.3
Sources of funding (In millions of US$)					
RB and OB	5.8	5.8	5.8	5.8	8.2
RB redeployment	-	-	2.4	2.4	2.3
UNDP sectoral support	2.9	-	-	-	-
Host government contributions	1.7	0.8	1.5	1.5	2.8
Donor contributions	-	0.2	0.3	0.3	1.0
Total	10.4	6.8	10.0	10.0	14.3

33. From the details under the four scenarios, the following conclusions can be drawn:

(a) All scenarios would achieve the same level of field representation by the year 2000. However, the absence of $10 million from the 1992-1993 unutilized balances and/or $3 million in UNDP funds would seriously delay and reduce the likelihood of achieving the target of 50 offices by that year;

(b) Achievement of the optimal field presence earlier than the year 2000 and the further enhancement of the individual offices by increasing the staff and/or establishment of additional subregional offices would entirely depend on a higher level of donor financing than assumed in the present document;

(c) For UNIDO to respond effectively to the call by Member States to achieve a level of field representation of 50 offices, the additional funding identified in scenario 1 is essential. However, in view of the recent statements in respect of possible reductions in payment of assessed contributions, as well as of proposals made under agenda item 7(g) (IDB.14/28), it may be difficult to justify even a modest expansion of UNIDO's field representation programme;

(d) The possibility that UNIDO would be faced with the situation outlined in scenario 4 is of great concern. The disruption to the programme resulting from the closure of offices in 1997 would seriously impair the capability of the Organization to develop and implement programmes and provide support services in the countries concerned. Furthermore, the possibility of the UNIDO field representation programme recovering from the low 1997 level to achieve 50 offices by the year 2000 would be remote.

34. In order to ensure that scenario 4 does not become a reality, UNIDO would require at least $3 million from other sources such as unutilized balances in the regular budget for previous bienniums or donor contributions to replace the UNDP funding in 1997 and thus avoid the emergence of undesirable developments.

B. Option (b): Establishment of multi-country and focal point offices

35. While scenarios 1 to 4 relate to achieving the target of 50 country offices (including three with subregional coverage), this section deals with the alternative: to establish a field representative programme consisting of single, multi-country and focal point offices.

36. In addition to the financial and political implications of this option, as stated in paragraphs 18 and 19 above, it should be recalled that currently 17 UCDs are covering several other countries in addition to their duty stations. However, in the absence of adequate travel funds and the required time, UCDs are unable to travel as and when required by other countries assigned to their coverage. They would be able to satisfactorily discharge their functions only if they were strengthened through adequate financial resources and additional staff with mixed professional skills, who could assist in providing the required services and coverage. For that reason, a multi-country concept could be successful only if the following conditions were met. This perception was also confirmed by the UNIDO consultants.

(a) Each multi-country office should consist of a minimum of two additional international professional staff, two JPOs, one or two NPOs and support staff;

(b) Each multi-country office should be complemented with a focal point office in each of the countries covered by the multi-country office. The focal point offices should be staffed preferably by an NPO and financed by the host country;

(c) Each multi-country office should be provided with sufficient travel funds to enable the UCD and other professional staff in that office to visit the focal point offices concerned as and when required;

(d) Countries with large industrial programmes and good potential for income generation should be covered by a single office responsible for that country only.

37. Based on the above criteria, the following country coverage would be the minimum requirement under this option.

Table 8. Country coverage by region

Region	Multi-country	Focal points	Single-country
Africa	9[a/]	36	-
Arab States	3[b/]	11	-
Asia and the Pacific	6	20	1
Europe and NIS	2	8	1
Latin America and the Caribbean	4	20	5
Total	24	95	7

[a/] Excluding Arab States in the region.
[b/] Including Arab States in Africa.

38. This indicates a decrease by five multi-country offices and one single-country office compared with the proposal made by the consultants. Should those offices be staffed with the same number of professional and support staff as described in paragraph 36 above, their staff structure would be as indicated in table 9 below. Table 10 shows the estimated annual financial requirements for the above offices with full staffing.

Table 9. Staff structure (multi-country office system)

		Envisaged staffing[a]				
Type of office	No. of offices	UCDs	UNDs	International professionals	NPOs	Local support staff
Multi-country	24	24	-	48	48	72
Single-country	7	3	4	-	7	14
Focal point	95	-	-	-	95	-
Total	126	27	4	48	150	86

[a] Excluding two JPOs/Associate Experts additionally required for each multi-country office and one JPO/Associate Expert for the single-country office.

Table 10. Estimated annual resource requirements (In millions of US dollars at 1995 rates)

Multi-country offices	
International costs (Including travel to focal point offices)	9.4
Local staff (including NPOs)	3.2
Local support costs	2.4
Subtotal	15.0
Single-country offices	
International costs	0.5
Local staff (Including UNDs/NPOs)	0.7
Local support costs	0.3
Subtotal	1.5
Focal points	
NPOs (95)	4.0
TOTAL	**20.5**

39. Annual resources of more than $20 million would be required for the minimum number of multi-country offices and their staff, as explained above. This implies a decrease of $10 million per biennium compared with the proposals made by the consultants. However, given the prevailing and expected financial constraints of the entire field representation programme, even the proposed reduced target does not seem to be attainable at this stage.

40. Therefore, the above-mentioned minimum office and staff structure should be examined in the light of prospective and proposed financial resources included in document PBC.11/11 (paras. 87-95). The following two scenarios explain the prospects and constraints of the field representation programme under this system.

Scenario 5: Financed with UNDP resources ($3 million) in 1997 and proposed $10 million from 1992-1993 unutilized balances

41. While UNDP resources would cease in 1997, the $10 million from 1992-1993 unutilized balances would suffice to cover financing gaps until the end of 1999, provided that: (a) host countries finance large portions of the local costs in their respective countries; and (b) donors gradually and steadily provide contributions to the field representation fund as suggested in document PBC.11/11. Staff structures, costs and sources of funding for each year under this scenario are presented in table 11.

Timetable

1996 Under this scenario, 24 multi-country, seven single-country and 24 focal point offices would be maintained. However, UNIDO would be unable to staff the multi-country offices with an optimal number of international and national professional staff. (Every second multi-country office could be staffed with one international and one national professional staff. This indicates a rate of 25 per cent staffing for both categories.) Furthermore, only 20 per cent of the envisaged 95 focal point offices, which are considered an integral part of the multi-country office system, could be established and staffed.

1997 UNIDO would be able to maintain the same number of offices with the same staffing as in 1996.

1998 The offices would be strengthened through redeployment of regular budget resources and increased contributions by host countries and donors. While the number of multi-country and single-country offices would remain the same, the number of international and national professional staff would be increased each by 12 as compared to 1997. The rate of staffing would thus reach 50 per cent for both categories of staff. While the number of multi-country and single-country offices would remain the same, the number of focal point offices would be increased from 24 in 1997 to 36 in 1998, thereby increasing the rate of staffing from 20 to 37 per cent for the focal point offices.

1999 The same number of offices with the same staffing as in 1998 would be maintained.

2000 No change.

42. Understaffed multi-country offices, coupled with insufficient focal point offices in other countries to be covered by multi-country offices, would hardly be able to function as multi-service providers to all countries assigned to those offices. Furthermore, it would be impossible under this scenario to establish three subregional offices with enhanced capacity to coordinate subregional cooperation as recommended by the consultants.

Table 11. Scenario 5 (multi-country offices)
Financed with UNDP resources ($3 million) and proposed $10 million
from 1992-1993 unutilized balances

STAFF STRUCTURE	1996	1997	1998	1999	2000
Multi-country offices					
Number of offices	24	24	24	24	24
UCDs	24	24	24	24	24
International professionals	12	12	24	24	24
UNDs	-	-	-	-	-
NPOs	12	12	24	24	24
Other local support staff	72	72	72	72	72
Total	120	120	144	144	144
Single-country offices					
Number of offices	7	7	7	7	7
UCDs	3	3	3	3	3
UNDs	4	4	4	4	4
NPOs	3	3	3	3	3
Other local support staff	14	14	14	14	14
Total	24	24	24	24	24
Focal point offices					
NPOs	24	24	36	36	36
COSTS (In millions of US$ at 1995 rates)					
Multi-country offices					
UCD and international professional staff (Including travel to focal point offices)	5.4	5.4	6.8	6.8	6.8
Local staff including NPO	1.8	1.8	2.2	2.2	2.2
Local support staff	1.7	1.7	2.1	2.1	2.1
Subtotal	8.9	8.9	11.1	11.1	11.1
Single-country offices					
UCD	0.5	0.5	0.5	0.5	0.5
Local staff (including UNDs and NPOs)	0.6	0.6	0.6	0.6	0.6
Local support staff	0.3	0.3	0.3	0.3	0.3
Subtotal	1.4	1.4	1.4	1.4	1.4
Focal point offices					
NPOs	1.1	1.1	1.6	1.6	1.6
TOTAL	11.4	11.4	14.1	14.1	14.1
SOURCES OF FUNDING (In millions of US$)					
RB and OB	5.8	5.8	5.8	5.8	8.2
RB redeployment	-	-	2.4	2.4	2.2
UNDP sectoral support	2.9	3.0	-	-	-
Host government contributions	1.3	1.3	1.8	1.8	2.5
Donor contributions	-	0.2	0.3	0.4	1.2
Unutilized balances (1992-1993)	10.0	8.6	7.5	3.7	-
TOTAL	20.0	18.9	17.8	14.1	14.1
Carry forward (1992-1993)	8.6	7.5	3.7	-	-

Scenario 6: Financed without UNDP resources ($3 million) in 1997 and without the proposed $10 million from 1992-1993 unutilized balances

43. The UNDP resources cease as of 1997, after which UNIDO would depend entirely on its own regular and operational budget resources. Notwithstanding the proposals to redeploy regular budget resources to the field in the 1998-1999 and 2000-2001 bienniums and reliance on host and donor contributions, resource levels under this scenario would not permit the establishment of an effective multi-country/focal point field representation. Staff structure, cost and source of funding for each year under this scenario are presented in table 12.

Timetable

1996 Under this scenario, 24 multi-country, 7 single-country and 12 focal point offices would be established. Similar to the current situation, the UCDs alone — without additional professional staff — would have to cover several other countries in addition to those where the offices are located. Only 12 focal point offices (of 95 required) would be staffed with one NPO each.

1997 In 1997, 1998 and 1999, the number and type of offices would remain the same as in 1996. The cessation of UNDP resources in 1997 would decrease total funding by $2.9 million, from $9.5 million to $6.9 million, whereas total costs would remain at the same level as 1996. The gap of $1.3 million would be covered by a carry-forward of savings from 1996.

1998 Through redeployment of regular budget resources to the field and increased host country contributions, UNIDO would be able to assign 24 NPOs to the multi-country offices. That means that every second multi-country office could be staffed with only one NPO (or 50 per cent of the level proposed in table 9). Three subregional offices, as recommended by the consultants, could not be established.

1999 UNIDO would maintain the number and type of offices with the same level of staffing as in 1998.

2000 Each multi-country office would be provided with one international professional (or 50 per cent of the proposed requirement). In addition, UNIDO would raise the number of focal point offices to 36 (37 per cent of the total required).

44. Similar to scenario 4, this would be a most undesirable alternative. As explained above (para. 42), the under-staffed multi-country offices would not be able to serve as multi-service providers to all countries assigned to them. UCDs in the multi-country offices would not be able to coordinate their coverage and maintain direct contact with other countries outside their duty stations. This would impair their function as service providers to all countries of their coverage, thus undermining the very logic of the field representation concept.

45. In order to ensure that scenario 6 does not become a reality, UNIDO would require at least $3 million in regular budget unutilized balances from previous bienniums or donor contributions to replace UNDP funding in 1997 and thus ameliorate the negative impacts that would otherwise threaten the continuity and effectiveness of the programme.

**Table 12. Scenario 6 (multi-country offices)
Financed without UNDP resources ($3 million) and without
$10 million from 1992-1993 unutilized balances**

STAFF STRUCTURE	1996	1997	1998	1999	2000
Multi-country offices					
Number of offices	24	24	24	24	24
UCDs	24	24	24	24	24
International professionals	-	-	-	-	24
UNDs	-	-	-	-	-
NPOs	0	0	24	24	24
Other local support staff	48	48	72	72	72
Total	72	72	120	120	144
Single-country offices					
Number of offices	7	7	7	7	7
UCDs	3	3	3	3	3
UNDs	4	4	4	4	4
International professionals	-	-	-	-	-
NPOs	3	3	3	3	3
Other local support staff	14	14	14	14	14
Total	24	24	24	24	24
Focal point offices					
NPOs	12	12	12	12	36
COSTS (In millions of US$ at 1995 rates)					
Multi-country offices					
UCD and international staff (Including travel to focal point offices)	4.0	4.0	4.2	4.2	6.8
Local staff including NPOs	1.0	1.0	2.2	2.2	2.2
Local support staff	1.2	1.2	1.5	1.5	2.1
Subtotal	6.2	6.2	7.9	7.9	11.1
Single-country offices					
UCDs	0.5	0.5	0.5	0.5	0.5
Local staff (Including UNDs and NPOs)	0.6	0.6	0.6	0.6	0.6
Local support staff	0.3	0.3	0.3	0.3	0.3
Subtotal	1.4	1.4	1.4	1.4	1.4
Focal point offices					
NPOs	0.5	0.5	0.5	0.5	1.6
TOTAL	8.1	8.1	9.8	9.8	14.1

SOURCES OF FUNDING (In millions of US$)	**1996**	**1997**	**1998**	**1999**	**2000**
RB and OB	5.8	5.8	5.8	5.8	8.2
RB redeployment	-	-	2.4	2.4	2.2
UNDP sectoral support	2.9	-	-	-	-
Host government contributions	0.7	0.8	1.3	1.3	2.5
Donor contributions	-	0.2	0.3	0.3	1.2
Unutilized balances (1992-1993)	-	-	-	-	-
Carry forward	-	1.3	-	-	-
TOTAL	9.4	8.1	9.8	9.8	14.1
Carry forward	1.3	-	-	-	-

III. SUSTAINABILITY OF THE FIELD REPRESENTATION PROGRAMME

46. An enlarged and strengthened field representation is an indispensable policy element of the reformed UNIDO and an integral part of the programme of work in the coming biennium. This implies first, that sustainability of field representation must be ensured and that financial resources must be secured and carefully managed and maintained over time. Both host country and donor contributions must be mobilized and combined with regular budget resources, keeping in mind the constraint of zero real growth. Secondly, the link between field and headquarters assignment of staff should be further strengthened through rotation. Thirdly, close coordination between various UNIDO programmes and field services needs to be ensured, including through effective communication systems.

A. Financing modalities

Redeployment of headquarters posts to the field

47. As indicated in tables 4, 5, 6, 7, 11 and 12 above, a total of $9.4 million is foreseen for reallocation to the field representation programme from regular and operational budget resources for the 1998-1999 and 2000-2001 bienniums through redeployment of headquarters posts and transfer of regular budget resources to the field. The staff members reassigned against the transferred posts to the field would continue to hold the same contractual status as they enjoyed at Headquarters. The possibility of redeploying posts and other resources has been and will be carefully studied. However, as also mentioned in paragraph 90 of document PBC.11/11, and bearing in mind the financial constraints outlined in document IDB.14/28, the prevailing narrow human resource base of the Organization within the zero real growth budget regime would limit substantially a significant redeployment of regular budget resources beyond the level proposed. Furthermore, the determination of the number of posts and level of resources to be relocated could only be made after a careful in-depth analysis of the functions currently assigned to various organizational units at Headquarters *vis-à-vis* field tasks.

48. A different but related issue is the temporary reassignment of headquarters staff to field offices. For some time, UNIDO has been reviewing the possibility of reassigning scarce headquarters human resources to the field. In the 1993-1994 biennium, a total of 15 vacant UCD posts were filled with headquarters staff, who will return to Headquarters on a rotating basis after their field assignments. These staff members will continue to hold their headquarters contracts irrespective of the duration of their field assignment. Rotation of staff between Headquarters and field offices would be pursued systematically. Field experience thus acquired by headquarters staff would undoubtedly enhance their capability to manage and coordinate field activities, while broadening their career development prospects. It is important to note that headquarters staff, in particular in the Country Strategy and Programme Development Division, to some extent assume de facto field representation functions through frequent country missions. This applies above all to countries without a resident UCD that are covered from Headquarters.

Donor contributions

49. An adequate field representation programme cannot be financed entirely from the regular budget, taking into account the zero real growth budget regime and the limited operational budget resources anticipated. The establishment of a stable financial base in the longer term is dependent on the ability of UNIDO to generate voluntary contributions to maintain the programme at its appropriate level. Therefore, the Director-General would pursue the issue of donor contributions with a view to encouraging Governments and other potential donors to make additional pledges and voluntary contributions to a special voluntary fund to be established in line with financial rules and regulations, as explained in detail in document PBC.11/11 (paras. 91-94). In addition to their assessed contributions to the regular budget and voluntary contributions to the Industrial Development Fund, some countries have already expressed their readiness to contribute to the proposed fund for financing the UNIDO field representation elements that are not covered by the regular or operational budgets, or by host country contributions. With the gradual build-up of this special fund, UNIDO would be in a position to programme field office coverage parallel to the preparation of the programme and budgets.

50. The extent to which financial commitments could be made from the fund would be limited by the unencumbered financial resources available in the fund. Staff contracts would be strictly limited to the biennial period (i.e. one to two years) for which funding had been obtained. As an initial contribution to the proposed fund, it was suggested in document PBC.11/11 (para. 93), that Member States approve the utilization of part ($10 million) of the unutilized balances available from the 1992-1993 biennium. However, as mentioned earlier, this proposal may no longer be feasible, bearing in mind the financial constraints outlined in document IDB.14/28.

Host country financing, including government and non-government entities

51. In the context of voluntary contribution financing, UNIDO would vigorously pursue the negotiations for obtaining host country contributions to cover local office costs. These could be in cash or in kind (e.g. provision of office premises, local staff salaries and other local support costs). To date, seven countries are contributing in cash and eight countries in kind to the UNIDO field offices in their respective countries. During their visits to developing countries, the consultants ascertained that significant interest exists on the part of such national entities as industrial associations and NGOs to make contributions to covering local costs of UNIDO offices in their respective countries.

52. Increasing willingness has been shown by host countries to contribute to local field office costs. To be truly effective, however, a large portion (at least 50 per cent) of those costs (estimated at an average of $80,000 per annum at 1995 rates) would be required through voluntary contributions by host countries. UNIDO may have to make its presence in the field conditional on such generous contributions, including the cost of national staff. Some exceptions would have to be considered in respect of LDCs. Possibilities of direct cooperation with various private sector entities in host countries also would be examined.

B. Strengthening of the JPO and Associate Expert programmes

53. The JPO programme provides staff resources essential to UNIDO field representation. At present, 30 JPOs are assigned to 26 UNIDO offices. Of these, four are running their offices alone, with UCDs/UNDs still to be recruited. In addition, 13 JPOs are assigned to UNDP offices where there is no UNIDO office. An increase in the number of JPOs would have a major impact on field office capacity. The same impact could be realized through the assignment to field offices of Associate Experts who could assist UCDs in supporting specific programmes or projects. This increased support would enable the Organization to use its scarce financial resources for recruitment of other international staff specialized in specific subsectors. For that reason, UNIDO will vigorously pursue the issue of JPOs and Associate Experts with potential donor countries, in addition to current contributors, with a view to encouraging them to contribute and/or increase their contributions to these programmes. Appropriate measures will be taken to link the JPO and Associate Expert programmes with the field representation programme in terms of their substantive management and coordination.

C. Office structure flexibility

54. UNIDO will continue to assess and examine the exact staff requirements for each office. Depending on the respective workload, staffing will be expanded or reduced in order to maximize efficiency and cost-effectiveness. However, it should be emphasized that of 44 offices at present, six are run by only one or two secretaries each, one by an NPO and one by a JPO without secretaries. Their minimal staffing notwithstanding, these offices actively assist Resident Representatives in supporting UNIDO programmes and projects. Two UCDs are without any support staff. The lack of professional and support staff particularly constrains the ability of field offices to generate new programmes and projects and provide substantive or advisory services. UNIDO has thus far not been able to meet the repeated requests of Governments supported by UNDP offices to strengthen the staff structure of those offices. Any attempt to close down those offices owing to lack of financial and staff resources has been met with strong reactions of both the Government and UNDP office in the respective country.

D. Networking of UCD and IPS offices

55. As pointed out in document PBC.11/11 (para. 82), benefits could be derived from locating field representation offices on the same premises as Investment Promotion Service (IPS) offices. Such linkages could increase cost-effectiveness and provide a unified UNIDO image in the host country. A gradual build-up of combined IPS and field representation offices was suggested by the consultants, and the matter is under review. The two types of offices are based on different financial arrangements and their functions are different but complementary.

56. At present, IPS offices operate in China, France, Greece, Italy, Japan, Poland, Republic of Korea, Switzerland, Turkey and the United States of America. An IPS office in Bahrain is expected to become operational in late 1995, and negotiations are under way for the possible establishment of offices in Egypt, Hungary, India, Israel, Spain, Tunisia, Ukraine and the United Kingdom.

57. Whether located in a developed or developing country, each IPS office is part of a network, details of which are described in document IDB.14/16. The potential for combining them with field representation offices must be considered in conjunction with the requirement for the latter to be located in developing countries. This potential will increase as more IPS offices are established in developing countries. At present where an IPS office is located in a UCD-covered country, there is no sharing of premises.

E. Internal coordination of field offices

58. Every effort will be made to strengthen and enhance headquarters management and coordination of the field programme, as stated in document PBC.11/11 (paras. 77-81). Appropriate rules and procedures will be established for reassignment of headquarters staff to the field and for evaluation, recruitment, performance appraisal and termination or extension of the contract of UCDs who are not redeployed staff members. Although UCDs are currently subject to periodic performance reports, the reporting system will be none the less carefully examined and guidelines established.

59. The first steps to that effect have already been taken by establishing the Policy Advisory Group on Field Representation. Director-General's Bulletin UNIDO/DG/B.190 spells out the functions of a UCD Coordinator in the day-to-day operation of field representation. The Coordinator also acts as Secretary to the Policy Advisory Group. Furthermore, full electronic mail (e-mail) to be introduced as a standard means of communication between field offices and Headquarters and among UCD offices would vastly improve communication between those offices. These measures would lead to significant savings in communication time and cost, thereby improving the responsiveness and cost-effectiveness of field offices (PBC.11/11, paras. 77-81).

IV. CONCLUDING REMARKS

60. In summing up, the following remarks can be made:

(a) A strengthened field representation programme is indispensable for effective rendering of UNIDO services to its Member States. Particularly in the light of new demands of developing countries, Member States established the

target of 50 UCD posts, recommended the establishment of pilot regional or subregional offices and called for an improvement in the quality of services;

(b) Unfortunately, this mandate has never been accompanied by the necessary budgetary allocations. Moreover, as mentioned above, the Organization faces a period of uncertainty in respect of the level of financial resources available to fund both the current and 1996-1997 regular budgets;

(c) In pursuance of decisions by the legislative organs, the Secretariat elaborated six different scenarios of the emerging financial situation and according to various structures of UNIDO field offices. These are contained in the present document and are submitted to the Board for its consideration.

(d) In view of the financial uncertainties, it may prove difficult for the Board to reach a final decision at this juncture on the most appropriate course of action. While the outcome of the debate in the UNDP/UNFPA Executive Board will be known by the time of the fourteenth session of the Board, the situation with respect to the payment of assessed contributions may not be clear at that time. However, it is hoped that Member States will be able to agree at least on some indications of their preferences in a narrower setting, so as to facilitate the work of the Secretariat in preparing the ground for further consideration of this subject by Member States.

V. ACTION REQUIRED OF THE BOARD

61. The Board may wish to take note of the information provided in the present document in conjunction with the report on the financial situation (IDB.14/28) and make appropriate recommendations for further action.